

Working for Recreation

The 2006-2010
Idaho Department of Parks and Recreation
Strategic Plan

2007 UPDATE





Mission

*To improve the quality
of life in Idaho
through outdoor
recreation and
resource stewardship.*

good
Work

C.L. "Butch" Otter
Governor
State of Idaho



Idaho Park and Recreation Board

Region I – Steve Klatt,
Sandpoint

Region II - Randal F. Rice,
Moscow

Region III - Ernest J. Lombard
Eagle

Region IV - Latham Williams, Chair
Ketchum

Region V - Jean S. McDevitt,
Pocatello

Region VI - Douglas A. Hancey,
Rexburg

Staff

Director, Robert L. Meinen

Comprehensive Planning, Research and
Review Manager, Rick Just

2007 Update

In order to comply with Idaho Code 67-1901 – 67-1904, the Idaho Department of Parks and Recreation (IDPR) is including this additional supplement to its 2006-2010 Strategic Plan. The 2007 update includes a restatement of Goals and Objectives by Division, an adjustment to agency performance measures, and a review of accomplishments.

Goals and Objectives by Division

The Idaho Department of Parks and Recreation is organized into two divisions, Management Services and Operations. The Management Services Division includes Support Services, Vehicle Registration, Accounting, Management Information Systems, Human Resources, Public Information, the Volunteer Program, State and Federal Grants, Purchasing, Parks Development, and Comprehensive Planning. The Operations Division includes State Parks, the Outdoor Recreation Program, Park Reservations and Park Interpretation.

Most of the day-to-day business of the agency involves participation at some level by both divisions. Goals and objectives were assigned to the division most responsible for each. At the performance measure level, measuring will often be the responsibility of Comprehensive Planning in the Management Services Division. However, assignment of responsibility goes to the division being measured.

Major accomplishments during 2007 are listed by goal and objective, beginning on the following page.



Goal: Focus On Core Responsibilities—

Objective: Consider the day-to-day management of our legislatively authorized parks and programs our first priority (Operations)

Customer Satisfaction

One of the most important aspects of managing our day-to-day programs is to assure that customers are satisfied with their experience. IDPR encourages customers in our parks to let us know how we're doing by providing customer comment cards in our parks that can be sent straight to the agency director. That opportunity can help us correct immediate customer concerns, but it is not as effective in identifying issues that may be slowly developing. To uncover emergent problems, we proactively ask customers to rate their experience in our park. We then compare that rating with their expectations.

Each summer IDPR asks randomly selected customers to rate the **importance** of certain park characteristics and facilities in influencing their recreational experience at **any** park that they may happen to visit. Visitors are then asked to rate the level of their **satisfaction** with those same items in **the specific park** where they received the survey. Five-point scales are used to measure the levels of importance and satisfaction. On the Importance scale, 1=Not Very Important, and 5=Very Important. Similarly, on the Satisfaction scale, 1=Not Satisfied and 5=Very Satisfied.

Using the scores from the Importance scale, we determine the four items customers care the most about. Scores on those indicator items are entered into a Customer Satisfaction Index (CSI) formula to produce an overall satisfaction index for each park. If visitors perceive a park as performing well on these most important measures, then the parks are likely performing well in general. The customer-driven indicator items are: "Clean working restrooms," "Park safety and security," "Overall park condition" and "Helpful park staff." The following table shows CSI numbers for Idaho's state parks for 2005 and 2006.

Park Attribute	Number of Respondents for all the IDPR Parks Surveyed		Mean/Average out of a Maximum Possible of 100 for the Park CSI, and a Maximum of 25 for Each Item	
	2005	2006	2005	2006
Overall Park CSI	2117	1738	87.1782	87.3453
The CSI of Helpful Park Staff	2584	2092	22.8183	22.5562
The CSI of Overall park condition	2687	2173	22.0087	21.9225
The CSI of Safety and Security	2496	2072	21.6421	21.8056
The CSI of Clean working restrooms	2479	1989	20.5678	20.8428

Of the four importance indicators, customers rank "Clean working restrooms" as their most important park attribute. In terms of satisfaction with that attribute in our parks, it ranked last. It is gratifying to see high

satisfaction ratings for “Helpful park staff” and “Overall park condition,” but IDPR must increase satisfaction with system restrooms in order to keep existing customers and attract new ones.

The agency paid significant attention to this issue by upgrading six restrooms during 2006. Park managers who recognized that surveys were showing particular issues with restroom maintenance in their parks are modifying management strategies such as cleaning regimens in order to increase customer satisfaction.

Day-to-Day Work

To most people, our state parks are the most visible component of our agency. They are places where you can go time and time again, building family memories. But much of what the agency does to provide recreation opportunities takes place behind the scenes.

The agency’s small registration section distributes stickers for various kinds of recreation vehicles so that users can remain in compliance with the law. As the following chart indicates, use of these vehicles is either steady or increasing. In the case of motorbikes/ATVs that increase is dramatic, particularly in ATVs.

2006 Recreation Registrations		Five Year Trend
Snowmobiles	51,506	-.04%
Motorbikes/ATVs	104,127	+75.3%
Boats	83,387	+5.53%
RVs	94,749	+9.8%

Money collected through the registration of those vehicles goes directly into programs that provide facilities and services for users. For instance, the money buys docks, builds restrooms, and grooms snowmobile trails. One of the programs funded through registrations is IDPR’s Trail Ranger Program. Trail crews clear miles of trails each year (see table below), and construct some new trails, mostly on land managed by the Forest Service.

Region	Miles of trail cleared or reconstructed by IDPR Trail Rangers	Miles constructed or reconstructed by mechanized Trail Cat
North	366	53
South	659	35
East	265	35
TOTAL	1290	126

Our State and Federal Aid Section manages various outdoor recreation grant programs for the agency. In 2007, the staff of four provided technical assistance to 235 grant applicants, agencies and local communities, that resulted in the granting of \$6,931,886. The following table shows distribution by program.

Grant Program	Awarded
Land & Water Conservation Fund	\$124,002
Recreational Vehicle (RV)	\$3,750,000
Waterways Improvement Fund	\$1,268,700
Recreational Trails Program	\$975,670
Off-Highway Motor Vehicle Fund	\$450,000
Motorbike Fund	\$363,514

Invasive Species

On an agency-wide basis, IDPR continues an aggressive program of noxious/invasive species identification and control. The efforts fall far short of effectively managing the problems we have in the parks statewide, but we endeavor to address the issues as thoroughly as we can considering the resources at our disposal. Most recently, in 2006 the IDPR expended approximately \$56,000 in our internal efforts to address these identification and control issues.

One of the more recent success stories has been the cooperative efforts with various partners to try to manage the outbreaks of Eurasian Water Milfoil that have been identified within the boundaries of a number of our park units. To date, these efforts have resulted in some success, particularly at Ponderosa State Park in McCall.

As an active member of the Idaho Invasive Species Council, IDPR plays a major role in helping to focus attention and build strategies for our

invasive species programs on a statewide basis. We also participate as an active member on the Idaho Weed Coordinating Committee and have assisted with statewide educational efforts to help the public understand the significant impacts invasive species have on our state resources and economy.

Information Technology

Keeping our technology current and functional has been a challenge over the last four years. Without funding for replacement systems we've had to scramble to cover critical system emergencies such as backup unit and server failures. Our Management Information Systems (MIS) unit has also been creative in reconditioning desktop systems gleaned from other state agencies and using them to supplement our failing inventory of older systems. The 2008 fiscal year brings with it a much-needed allocation of replacement capital outlay that will be used to replace about a fourth of our older computer systems.

Information Systems

In order to better ensure that agency Information Technology and Information Systems priorities were being met we formed an MIS Steering

Committee to assist with application development and project prioritization.

The remote location of many state parks has challenged our telecommunication capabilities. To address this, we have begun the migration from a traditional Windows application environment to one that is more Web or browser based. This an effort to streamline application deployment and support and provide access to applications in the broadest range of environments possible.

In order to retain compatibility with the current server operating systems and to take advantage of support from Microsoft for the Visual Studio toolset we upgraded from Visual Studio 2003 to Visual Studio 2005. For much the same reason we have also upgraded from Microsoft SQL Server 7.0 to MS SQL 2000 and have migrated all of our applications to the new environment. We are now working on an upgrde to SQL Server 2005

Developing and testing applications in a production environment is risky and, at the very least, has a negative impact on the performance of production work. In order to better manage our development and maintenance efforts we have established a more efficient and secure application development environment utilizing two servers, one

for development and testing, and another for production.

Collecting and keeping data safe and available is only part of the "Information Systems" concept. One of the important things that transform data into information is our ability to produce reports in a meaningful and timely manner. With this in mind MIS has been upgrading the agency's reporting environment to utilize Microsoft's Reporting Services solution for the creation, management and dissemination of reports. Currently we are in the installation and implementation phase of this project. As part of this project we will be creating a host of pre-formatted reports and developing ad-hoc reporting for some of our programs.

Applications

The agency operates using information that we collect and maintain in-house and also utilizing information from other sources. To ensure that STARS information is readily available to our programs for a variety of reports, we have automated the download of the STARS history file so that it arrives daily without any operator intervention.

Sometimes statutes or rules change and we must make changes to our applications to support new directives or

initiatives. One such situation required us to modify the Recreation Registration Information System to accept the newly created recreational vehicle type of "UTV." This included accommodating the sale of stickers in the application and synchronization of data with the Idaho Transportation Department (ITD).

What once was a manual process in the Fiscal Accounting unit became the newly developed and implemented Revenue Reconciliation Information System (RRI). This application facilitates the reconciliation of money collected through IDPR applications in a variety of programs with the record of deposits received through the State Treasurer and creates the appropriate accounting entries into the state's STARS system.

Another project of note is the development of an agency-wide Incident and Accident application in support of the agency's safety program.

A Registration Joint Application Development Team consisting of members from MIS, Fiscal, and the Trails and Waterways Program completed a high level analysis and developed a vision for recreational vehicle registration processing. The team is currently researching registration system enhancement and/or replacement alternatives.

IDPR pioneered the PCard reconciliation system. When given the opportunity to sign on with the State Controller's office for use of the statewide PCard application, we decommissioned our own PCard reconciliation component of the IDPR PreSTARS application and shifted that process over to the State Controller's application.

Infrastructure

Over the past two years we have been upgrading telecommunications at park locations. Fourteen of the parks are now on high speed connections. We expect another five to be upgraded by August, 2007. This leaves just six locations with dial-up connections.

Employees had such a difficult time making the "Crypto Cards" work that we were determined to find a better solution to use while still remaining in compliance with the Department of Administration's requirements for security in our on-line environment. We have transitioned from "Crypto Card" to "iKey" virtual private network (VPN) technology providing a less complicated but effective secure remote logon process for our users.

As recommended by Idaho's Information Technology Management Council (ITRMC), MIS changed the agency's network domain to

"idpr.state.idaho.gov" and provided email addressing that is in alignment with the current state standard of idpr.idaho.gov. We were able to accomplish this and still maintain the functionality of the old domain structure and email addressing so that the change-over would be seamless to our customers.

We provided remote access to email for staff using any Internet-enabled computer and Outlook Web Access as well as facilitated access to the state's PCard processing application and iTime for time and attendance reporting.

As part of our efforts to "do more with less" we are upgrading the agency's IT helpdesk, we have acquired a management application called LiveTime. IDPR staff will be able to access LiveTime from any PC on the IDPR network to record technical problems and make requests for service as well as check on the status of previously made requests.

In response to an ever-increasing flood of patches and security updates for the Microsoft operating systems and application software, we implemented automatic security updates to systems statewide. This has helped tremendously in keeping our network and systems more secure and taken some of the maintenance burden off of the shoulders of staff.

Goal: Focus On Core Responsibilities—

Objective: Devote a significant share of agency resources to improving the condition of our facilities

Experience Idaho

During 2007, IDPR was engaged in an ambitious initiative called Experience Idaho. The Initiative saw the completion of a new citizen-driven master plan at Eagle Island State Park. The 2007 Legislature and the Governor appropriated and approved \$3 million to fund an key component of that plan, a new bridge over the Boise River connecting the park with State Street. The bridge will expedite the creation of planned water features in the park through the removal of gravel, the sale of which will provide additional development.

Design and construction documents are complete for a new day use area, entrance road and welcome center at Ponderosa State Park, another Experience Idaho Initiative project. Construction is expected to start this summer, with a completion date in the spring of 2008.

At Heyburn State Park, design and construction documents are nearly complete for a new welcome center. Construction should begin this fall and be complete in time for the centennial celebration of the park in 2008.

A rustic retreat center at Harriman State Park will also be ready for rentals in the fall of 2008.

Two new campgrounds are currently in final design at Lake Cascade State Park, with a summer/fall 2008 completion expected.

At Castle Rocks State Park the Experience Idaho projects are a new RV campground and a rustic bunkhouse. The Smoky Mountain Campground is complete and open to the public. The bunkhouse is in the final design phase.

Focus on Maintenance

Visitor surveys have shown that many parks were not meeting customer expectations for restroom quality. During FY 2007 the agency performed restroom upgrades at Heyburn (Chatcolet and Rocky Point), Hells Gate (including showers), Lake Cascade, Massacre Rocks, and Round Lake. Electrical, water and sewer upgrades were designed and will be bid in 2007 at Farragut, Heyburn, Dworshak, Winchester, Bruneau Dunes, Three Island, Lake Cascade, Thousand Springs, Castle Rocks, Bear Lake and Henrys Lake state parks, with expected completion in the spring and summer of 2008. Roof replacements were done at Old Mission, Heyburn, Dworshak and Hells. Playground equipment was upgraded at Farragut, Heyburn, Dworshak and Lake Walcott.

Goal: Focus On Core Responsibilities—

Objective: Determine what outdoor recreation facilities are needed by the public and determine the best way to see that they are provided

SCORTP Open Project Selection Process

The National Park Service requires a public review process for establishing criteria for Land and Water Conservation Fund (LWCF) grants. That process is called the Open Project Selection Process (OPSP). It is meant to assure that **statewide** priorities identified in Idaho's Statewide Comprehensive Outdoor Recreation and Tourism Plan (SCORTP) are the priority focus in the LWCF grant process. To a lesser extent, OPSP also recognizes regional and local priorities. Priorities at every level change over time, so it is important that states go through the OPSP process on a regular basis in conjunction with SCORTP so that outdoor recreation grant criteria are in alignment with actual needs.

The agency's SCORTP planner modified statewide criteria to reflect the Idaho Park and Recreation Board approved SCORTP **statewide** goals and objectives. Using data from the SCORTP-generated Outdoor Recreation Facilities Inventory, staff identified the top three **regional** needs in each region by determining what activities in a region are underserved, using statewide facility/population data as a baseline. **Local**

needs will be identified by information gathered through a local survey or public open house.

In-Depth Surveys

In addition to conducting the customer satisfaction surveys at each park every summer, IDPR conducts more in-depth surveys at six parks each year. Those surveys are often conducted at parks where facility renovation or the development of new facilities is under consideration. The customized questionnaires ask visitors their preferences regarding what type of facilities will be built, where they are sited and how they are managed.

The six custom surveys also allow us to get more specific information about concerns that are showing up on customer satisfaction surveys. For instance, it is not enough to know that our restrooms or boating facilities (for instance) are not meeting visitor expectations. We need to know why? Is it a management issue? Are the facilities in poor repair? Is there not enough capacity at a facility? The answers to questions focused on an array of potential issues help us determine what the problem is, then solve it.

Goal: Focus On Core Responsibilities—

Objective: Be responsive to scheduling resources to customer requests through an enhanced reservation system

Reservation System Improvements

The Idaho Department of Parks and Recreation contracted with a new reservation service provider, Camis USA, Inc., in the fall of 2005 and transitioned to a new system in January of 2006. As part of that transition, brand new reservation systems, including hardware, software, and telecommunications, were implemented at every IDPR business location. The first ever reservation call center for Idaho's state parks was also established utilizing a nationwide toll-free telephone number. As an additional benefit, the call center and the vendor's U.S. headquarters for business operations were re-located to Boise.

As part of this initiative, IDPR improved the format and functionality of its public reservation webpage and, in conjunction with the vendor, provided enhanced customer access for online self-serve reservations. This joint effort resulted in the presentation of more complete and accurate information about specific campsites, facilities, and park features, as well as a more accessible reference for customers

wanting to understand the agency's reservation rules and regulations.

We have shifted customer calls for reservation service from the parks to the call center and webpage. This has resulted in better utilization of IDPR staff resources allowing them to focus more on customer service at the park level as well as tend to their operational responsibilities. With the previous system, where reservations were taken at the parks, it required the attention of rangers in addition to counter staff to provide customer access to our reservation services.

On average, individual campsite reservations require approximately three to five minutes to complete while group reservations average from about fifteen to twenty minutes. High volumes of calls were taking a serious toll on park staff's time. With the current system we utilize the call center and the Internet to provide 24-hour access to the reservation component of the system with minimal impact on park staff resources. This shift has also had a positive impact on the park's telephone infrastructure, freeing up resources to allow customers to more readily contact parks for non-reservation related reasons.

The current vendor contract has alleviated the demand on IDPR technical staff in addressing reservation system hardware and software problems, resulting in a substantial time and cost savings for the agency. The vendor helpdesk has also effectively augmented the reservation program's staff's efforts to support IDPR system users when problems are experienced with the application.

The Reservation Program in effect has created a reservation service center providing support and service for our external customers and IDPR staff as well. This includes assisting customers in their choice of camping locations by answering questions about our parks and the services offered at each location as well as providing information about local attractions and activities. We also provide assistance for our webpage customers, some of whom experience difficulties using the system (navigating the site, interpreting instructions, etc.) and others who are just seeking additional information on rules, regulations, resources, etc. Customer contacts to the Reservation Program Office typically involve problem solving

only 20% of the time. Most of our customer contact calls involve questions seeking clarification. In addition to providing support for our external customers, the service center also provides training and coaching support to IDPR staff and call center agents using the system.

We have focused over the past two years on the agency's best business practices relative to providing Reservation Program services. As a part of that process we have reviewed and revised Agency Board and IDAPA rules to establish a better and more effective alignment with IDPR business practices.

Development is in progress on improved reporting that will allow us to more accurately track resource utilization (individual and group campsites and facilities, and marinas, docks and slips). In addition to a comprehensive suite of pre-formatted reports for operations and statistical reporting purposes, we are focused on developing an ad-hoc reporting environment to meet administrative level reporting needs.

On an application level, transaction processing is handled

more efficiently through the system resulting in better tracking of reservations thus eliminating lost reservations. The occurrence of double-bookings has all but been eliminated.

We are also in the process of refining the model for processing revenue through the reservation system and into the agency's revenue reconciliation application.

Goal: Address the Issues Associated with Growing Demand—

Objective: Assure public access for outdoor recreation through key land acquisitions, easements, education, and partnerships

Access: Ritter Island

IDPR has worked with the Nature Conservancy over the years to preserve some of Idaho's unique natural areas and provide public access to them. This is most evident in the Magic Valley, where the Conservancy was key in enabling IDPR to acquire the Box Canyon and Billingsley Creek properties in recent years. In 2006, the Nature Conservancy came forward with perhaps their greatest gift to the state with the donation of 385 acres, including Ritter Island, two miles of Snake River frontage, and many springs and spring creeks along the canyon. Additionally, the Conservancy provided a \$1 million endowment to IDPR to assure the properties are properly managed into the future.

In 2007, the Idaho Legislature and Governor Otter funded and approved the acquisition of 70 acres of key property adjacent to the Ritter Island donation, assuring limited public access to a pristine resource.

Access: Bayhorse

Since 1989, the agency has been working to acquire one of Idaho's last significant ghost towns from early mining days. In 2006 IDPR reached

that goal, and also acquired important surrounding property to assure outdoor recreation access. The state purchased 571 acres, including the townsite with \$500,000 from the Motorbike Fund. This completes our long-term goal of protecting the townsite and offers an unprecedented opportunity to establish motorbike and ATV trails through the once privately held property, connecting with trails on BLM and Forest Service managed land. Additionally IDPR was awarded a \$339,840 Brownfields grant from the Environmental Protection Agency to assist with remediation of the property.

Access Website

In partnership with other state and federal agencies, IDPR led an effort to determine the feasibility of developing a website that would allow recreationists to quickly learn where recreation opportunities are statewide and print detailed, customized maps to meet their needs. The study found that such an effort is technically feasible and reasonably affordable. Gathering land management data is the biggest hurdle in providing this much-needed public service. Federal agencies are reluctant to provide electronic information on roads and trails until their on-going travel management

plans are complete. Realistically, that puts a statewide project into the future about five years. IDPR is now working with state and federal partners to see if we can provide a demonstration website that would offer complete functionality, but for a limited region where information is already available. Additional regions could be added as federal travel management plans are instituted.

SOBA Conference

IDPR has agreed to host the national States Organization for Boating Access (SOBA) annual conference in September of 2007 in Coeur d'Alene. SOBA is devoted to the acquisition, development and administration of public recreational boating facilities. The organization provides a forum for the exchange of views, ideas, concepts and experiences related to all aspects of such facilities.

Objective: Provide education, mediation and regulatory programs to enhance user opportunities and experiences

Education, Interpretation and Special Events

In FY-2007 OHV safety education and avalanche classes reached 2,000 students. IDPR's boating safety program trained 416 classroom students, 89 home study students and 64 Internet students. In addition, we trained 69 law enforcement officers in boating safety education techniques. They in turn made 17,488 recreational boating safety compliance inspections and checks.

An estimated 61,000 visitors participated in park hosted programs and special events.

Objective: Seek ways to bring sustainable funding for outdoor recreation into alignment with demand

Increased User Fees

Increases in snowmobile and boat registration fees will help those programs keep up with inflation and meet the demands of a growing population. Snowmobile fees went from \$22.50 to \$32.50. One dollar of that increase is dedicated to the Search and Rescue Fund. The base fee for boats 13 feet or under increased from \$13 to \$20. The fee for each additional foot of length beyond 13 feet remains the same at \$2. Much of the boater registration money goes to law enforcement efforts on the water.

Seasonal Reminders

The IDPR communications program sends seasonally appropriate news releases reminding snowmobilers, boaters and motorbike/ATV riders to register their machines. The releases include information on the facilities and programs their registration money supports.

Provide Outdoor Recreation Leadership—

Objective: Assume a leadership role in seeking partnerships with other agencies, NGOs and the private sector to enhance outdoor recreation

A Plethora of Partnerships

During the past year the agency has participated in many new partnerships and has continued valuable relationships with long-time partners. A partial list of partners includes Corridor Management Team for Coeur d'Alene Lake Drive, the Idaho State Historical Society, the Inland Empire Soaring Society, the Farragut Flyers, Kootenai County, the Coeur d'Alene Tribe, the University of Idaho, the Sawtooth Society, the North Central Idaho Travel Association, the Bureau of Reclamation, Caribou County, the Yellowstone Business Partnership, the Idaho Recreation and Tourism Initiative, the Idaho Foundation for Parks and Lands, PacifiCorp, the Clearwater Archery Club, Lewis-Clark State College, the Dworshak National Fish Hatchery, the Nez Perce Tribe, the Idaho Transportation Department, the U.S. Army Corps of Engineers, the Northwest Professional Passenger Vessel Association, the Idaho Recreation and Parks Association, Idaho Power, the Winchester Museum of History, the Idaho Department of Lands, the Idaho Fish and Game Department, Franklin County, the City of Eagle, the National Park Service, the Jack O'Conner Center, Boise State University, the Winter

Wildlands Alliance, Avista, the State Scenic Byways Committee, Bingham County, the Nature Conservancy, the Idaho Department of Health and Welfare, the Idaho Department of Commerce and Labor, the Idaho Trails Council, the Boise Astronomical Society, Bear Lake County, the U.S. Forest Service, and many others.

West Nile Partnership

IDPR works in cooperation with the Bureau of Homeland Security, Idaho Department of Health and Welfare (IDHW) and Idaho Department of Fish and Game (IDFG) to assist in building awareness about the spread of West Nile Virus (WNV) in the state.

In addition to being an Idaho WNV Preparedness Team partner, IDPR's involvement is two-fold. First, the agency assists with surveillance for West Nile Virus in animals with the collection of bird species found within our park boundaries. Species are contained and sent to IDHW or IDFG regional labs for testing. IDPR also plays a pivotal role in communication and dissemination of WNV educational materials to the public. Idaho's state parks distribute WNV educational messages via posters, brochures and handouts to park patrons. In addition, IDPR staff members serve as information resources. In 2007, IDPR

will also help build awareness about WNV on our public website.

Objective: Improve communication with the public and partners about outdoor recreation opportunities and issues

Stay on Trails Campaign

A partnership between federal and state agencies, the multi-year *Stay on Trails* campaign has been well received throughout Idaho.

Funded by grants received through the Idaho Off Road Motor Vehicle (ORMV) Program, campaign elements include a web presence, billboards, radio ads, PSAs, posters and stickers. Billboards and radio ads were purchased statewide.

Whitewater Wise DVD

The agency's boating program worked with Lewis-Clark State College, Idaho Power, the Bureau of Land Management, the Northwest Professional Passenger Vessel Association and the U.S. Forest Service to produce a DVD on whitewater boating safety and etiquette. The DVD is available for free to boaters, rafters and kayakers. Several other states have requested copies for use in their programs.

Enhanced Website

Working with ESDrake Communications, the agency developed an enhanced website. More than 1,300 unique visitors a day were using it in May, each spending an average of 4 ½ minutes on the site. IDPR and the Idaho Department of Commerce share databases so that the many recreation websites offered by the two agencies feature up-to-date public and private sector lodging and campground information.

Campground Maps

IDPR contracted with Southeast Publications to provide campground maps for every park. The maps provide basic camping information, a park map, and things to do in the immediate area. Local advertising on the maps provides additional information about area services, and allows IDPR to provide them to campers for free and without expense to the agency.

Media Contacts

The agency disseminated 43 news releases during the 2006, which resulted in 1,626 newspaper articles in addition to numerous electronic media mentions. Working with free lance writers helped place articles about Idaho's state parks in regional and national publications

such as *Sunset*, the Horizon Air and Southwest Airlines in-flight magazines, and *Country Woman*.

Internal Survey

We recently surveyed all IDPR employees, including seasonal staff on the current methods and effectiveness of internal agency communications. We had response rate of 73%. Efforts are underway to analyze results for use in implementing improvements to internal communications.

In placing an effort on internal communications, our goal has been to create a workforce that understands the mission, goals, values, rules, policies and procedures of the agency. Our goal is to help nurture an organizational culture, held in common by all staff members.

The intent in fostering such a culture is to assure staff is focused on a set of common goals on which to operate every day. This brings coherence to the workplace, and allows better-coordinated action. By clearing up ambiguity in the whats, hows, whys, the helps employees act with empowerment. When we have staff that understands the basic foundational authorities, values and purposes of the agency, we give them the opportunity to make decisions that fall within those parameters, reducing micro managing and re-energizing staff members.

Performance Measure Adjustments

Many of IDPR's performance measures were dependent on surveys and research analysis from the agency's human dimensions analyst, a position eliminated in the FY 2008 budget by the Division of Financial Management. This necessitates eliminating three of the nine performance measures developed for the agency. Performance measures eliminated are highlighted in yellow on the following tables.

GOAL	Objective	Performance Measure	Benchmark	Notes
Focus on Core Responsibilities	Consider the day-to-day management of our legislatively authorized parks and programs our first priority	Operations --A high level of satisfaction with cleanliness and functionality of state parks.	A PARK CSI of 90	Benchmark determine by past performance based on methodology described earlier.
		Administration --A high level of satisfaction with motorized outdoor recreation programs.	PROGRAM CSI of __	Benchmark to be determined prior to Sept. 1 based on baseline from initial survey results. Surveys will be rotated between motorized user groups annually: Snowmobilers Motorbike/ATV users RV users Boaters
	Devote a significant share of agency resources to improving the condition of our facilities	Operations —A continuous reduction of IDPR's facilities backlog.	A minimum of 20% of the IDPR Capital Outlay budget request will be for maintenance and replacement of facilities.	This effort will help reduce the backlog so IDPR can transition to a scheduled maintenance program based on a facility lifecycle, thus ultimately reducing costs.
	Determine what outdoor recreation facilities are needed by the public and determine the best way to see that they are provided	Administration — A high level of alignment of user needs with grant criteria.	Annual statewide needs assessment survey with valid responses from 384 recreationists.	This response rate is adequate to assure a plus or minus confidence interval at a 95 percent confidence level for a population of this size.
	Be responsive to scheduling resources to customer requests through an enhanced reservation system	Operations —A high level of satisfaction with the agency's reservation system.	A RESERVE CSI of __	Benchmark to be determined prior to Sept. 1 based on baseline from initial survey results.

GOAL	Objective	Performance Measure	Benchmark	Notes
Address Issues Associated with Growing Demand	Assure public access for outdoor recreation through key land acquisitions, easements, education, and partnerships	Operations —Provide increased outdoor recreation opportunities in relation to increasing demands through maintenance of trails on public lands.	1,500 miles of trail maintained by trail rangers annually.	Benchmark determined by past performance.
	Provide education, mediation and regulatory programs to enhance user opportunities and experiences	Operations — Provide motorized recreationist with safety and environmental educational opportunities appropriate to their activity.	Participation in safety classes and environmental education opportunities by 1,700 users each year.	Benchmark is an estimate for the first full year of the program and is likely to increase significantly in future years.
		Operations — Provide park visitors with learning opportunities in keeping with the nature of individual parks.	Participation in park interpretive programs by 50,000 visitors each year.	Benchmark determined by past performance.
	Seek ways to bring sustainable funding for outdoor recreation into alignment with demand			

GOAL	Objective	Performance Measure	Benchmark	Notes
Provide Outdoor Recreation Leadership	Assume a leadership role in seeking partnerships with other agencies, NGOs and the private sector to enhance outdoor recreation			
	Improve communication with the public and partners about outdoor recreation opportunities and issues	Administration —A high level of interest in IDPR programs as indicated by website use.	600,000 unique users annually	Benchmark determined by past performance, as measured by web statistics tracking software built into IDPR's site.

